

**HR Excellence in Research: Ghent University action plan 2020-2022**  
**Approved by the Board of Governors, 29 November 2019**

**HIGH PRIORITY ACTIONS**

N°	C&C theme	C&C principle	Action	Timing (year/quarter or semester)	Responsible Unit(s)	Indicator(s)/Target(s)	Remarks
1		Recognition of the profession/Participation in decision-making bodies	Inform and involve researchers on the actions that are taken as part of the HR Strategy for Researchers.	2020-2021-2022 (recruitment of new staff member for international communication: Q1 2020)	Communication Department	We are developing a communication and content plan that sets clear goals for different target groups and translates these objectives into communication with impact using various channels.  In addition to the focus on communication with regard to the specific outcomes of the HR Strategy for Researchers, a new staff member will be recruited to inform and involve the target group of international researchers through internal communication.	International researchers have reported difficulties due to a lack of comprehensive information about working at Ghent University. Due to a high turn-over of doctoral and postdoctoral researchers, there is a need for more structural and targeted information on entitlements, responsibilities and the working conditions and environment so that international staff has the same level of information as their Belgian colleagues.
2	Recruitment & selection	Recruitment/Recruitment (code)/Selection (code)/Transparency (code)/Judging merit (code)/Variations in the chronological (code)/Recognition of mobility experience (code)/Recognition of qualifications (code)/Seniority (code)	Develop a new recruitment policy and revise selection procedures and criteria for professorial staff.	Q1 2020: vision/policy statement Q4 2020: complete set of criteria and procedures implemented	Department of Personnel and Organisation	Recruitment policy published on the external website. Updated regulations for professorial staff. Revisited advertising, application, evaluation, selection, and appointment procedures. Monitoring of (selected and non-selected) candidates based on OTM-R indicators (see checklist). An internal OTM-R guide is available.	In line with the principles of the new career and evaluation model for professorial staff introduced in 2019 and the preliminary actions within the HR Excellence in Research action plan 2014-2018, Ghent University will implement a new recruitment policy for professorial staff based on clear and transparent information on the complete selection process, criteria and HR instruments in order to guarantee that the best person for the job is recruited. Open, transparent and merit-based recruitment is not a goal in itself, but a means to attract (and retain) good research talent.

**HR Excellence in Research: Ghent University action plan 2020-2022**  
**Approved by the Board of Governors, 29 November 2019**

**OTHER ACTIONS**

<b>N°</b>	<b>C&amp;C theme</b>	<b>C&amp;C principle</b>	<b>Action</b>	<b>Timing (year/quarter or semester)</b>	<b>Responsible Unit(s)</b>	<b>Indicator(s)/Target(s)</b>	<b>Remarks</b>
<b>3</b>	Recruitment & selection	Recruitment/Recruitment (code)/Selection (code)/Transparency (code)/Judging merit (code)/Variations in the chronological (code)/Recognition of mobility experience (code)/Recognition of qualifications (code)/Seniority (code)	Create an OTM-R policy for all academic staff.	Q4 2021-Q4 2022	Department of Personnel and Organisation	The OTM-R policy, which encourages external candidates to apply with the aim to attract researchers from abroad and from under-represented groups, is published online (in Dutch and English). An internal OTM-R guide for all categories is made available. A quality control mechanism for OTM-R is put in place to assess whether OTM-R delivers on its objectives.	
<b>4</b>	Working conditions & social security	Contractual and legal obligations/Recognition of the profession/Non-discrimination	Improve the communication on the rights and responsibilities of the different categories of doctoral students (those with a Flemish scholarship, those with an employment contract and those with external funding).	Q1 2020-Q4 2022	Research Co-ordination Office & Academic Director of Internationalisation	A clear communication plan is set out, which includes the use of different communication channels, differentiated according to the rights and responsibilities of the different categories of doctoral students, taking into account the funding source.	Different doctoral students at Ghent University may have a different status depending on the funding source: a small group of doctoral researchers (mainly EU nationals) have an employment contract and are often also involved in teaching, another group receives a scholarship from Ghent University (see action 9) or from a funding agency such as the Research Foundation – Flanders, and others are simply students receiving, for example, a grant from their home country to study at Ghent University with the goal of obtaining a PhD.
<b>5</b>	Training & development	Supervision and managerial duties/Career development/Access to research training and continuous development/Continuing professional development	Improve the leadership skills & attitude of (new) academic staff with a (formal) supervisory role.	Q1 2021	Department of Personnel and Organisation	1. Coaching tools are put into use to help new academic staff with a supervisory role in guiding colleagues, staff and students so that they perform well; 2. Onboarding initiatives are launched to provide necessary information to new academic staff with a supervisory role; 3. A leadership development programme is set out for this target group; 4. Initiatives are taken to help supervisors and their team members find a good work-life balance.	When a new academic staff member with a formal supervisory role starts at Ghent University today, the onboarding is not tackled structurally. The existing initiatives are not aligned, not tailored, without obligation and fragmented in time and content. Newly appointed academic staff will be invited to take part in a training programme providing them with basic information about Ghent University as well as the roles and skills that are needed to effectively take on their new managerial responsibilities. The training will be tailored to the work context and the knowledge and skills needed for a supervisory position. By improving their skills, knowledge and abilities, supervisors will be better informed about what Ghent University expects and have insight in a number of processes and instruments for good HR management practices in their team.
<b>6</b>	Training & development	Supervision/Supervision and managerial duties/Relation with supervisors	Create a feedback culture at all levels of the university.	1. Q1 2020 2. Q2 2020 3. Q4 2020 4. Q1 2021	Department of Personnel and Organisation	1. A vision statement is drafted on a feedback culture for Ghent University; 2. A feedback action plan is implemented for the Faculty of Economics and Business Administration as a pilot project; 3. A communication campaign is launched to emphasize the importance of feedback; 4. A standard feedback action plan is drafted to be implemented at all levels/faculties.	Creating a feedback culture at the workplace should be the #1 goal for Ghent University staff in a supervisory position. An atmosphere of continuous feedback encourages employee growth and high performance so that people are more likely to be happy and engaged in their job.

**HR Excellence in Research: Ghent University action plan 2020-2022**  
**Approved by the Board of Governors, 29 November 2019**

ONGOING ACTIONS

N°	C&C theme	C&C principle	Action	Timing (year/quarter or semester)	Responsible Unit(s)	Indicator(s)/Target(s)	Remarks
7	Recruitment & selection	Working conditions	Develop better employer branding & onboarding services for new international academic staff.	Q1 2020-Q4 2021	Department of Personnel and Organisation	<p>1. For international staff:</p> <ul style="list-style-type: none"> <li>• smart web pages (in English)</li> <li>• a learning network of new, international professors (complementary to the mentoring programme for professorial staff)</li> <li>• a multilingual brochure for new, international staff with substantial information on various topics</li> <li>• a continued focus on increasing legal knowledge with regard to social security, taxation and international payroll</li> <li>• a strengthened focus on an (individual) tailor-made approach allowing international staff to turn to the Department of Personnel and Organisation (Recruitment &amp; Selection) for a wide range of questions on, for example, family reunification, arrival and stay in Belgium, social security and taxation</li> <li>• a spouse programme and guidance to work for the accompanying partner: a classroom training for the accompanying partners about working in Ghent and in Belgium (provided by VDAB).</li> </ul> <p>2. For the hiring department:</p> <ul style="list-style-type: none"> <li>• a learning network for hiring professorial staff: "Guiding international co-workers"</li> <li>• smart web pages (in Dutch) from the Department of Personnel and Organisation on incoming mobility with more substantive information on various topics directed to the receiving/inviting department/faculty.</li> </ul>	In line with its new internationalisation policy plan and the preliminary action point to improve its HR welcoming services for new staff within the HR Excellence in Research action plan 2014-2018, Ghent University will further invest in employer branding and onboarding services for new international staff.
8	Recruitment & selection	Career development/Recruitment (Code)/Judging merit (Code)/Research environment/Funding and salaries/Supervision and managerial duties/Continuing professional development	Design a talent management initiative for Ghent University.	Q1 2020-Q4 2022 (first phase)	Special commissioner Talent Management - Department of Personnel and Organisation	Ghent University's rector has appointed a special commissioner (Frederik Anseel, professor in Organisational Behaviour) to take on the role of project leader for the design and implementation of a talent management plan. This plan will consist of developing a Ghent University vision and mindset for talent management and setting up a customised programme of talent management initiatives that are closely aligned with the specific needs and approaches of the faculties.	In 2019, the rector identified six strategic priorities to be implemented by all faculties and departments with a view to making a concrete impact on research, education and societal and institutional engagement. Talent management is one of these six university-wide priorities (apart from diversity, sustainability, activating learning, enhanced societal identity and alumni activity). The Ghent University talent management initiative will focus on the systematic identification, recruitment, development, engagement and deployment of those individuals with high potential who are of particular value to the organisation.
9	Working conditions & social security	Contractual and legal obligations/Postdoctoral appointments	Renew the regulations for doctoral fellows and postdoctoral researchers (bursary recipients) in international mobility.	Q1 2020-Q4 2021	Department of Personnel and Organisation	<p>New regulations for two groups:</p> <ul style="list-style-type: none"> <li>• doctoral fellows</li> <li>• postdoctoral researchers (bursaries) in international mobility</li> </ul>	<p><i>At the doctoral level:</i> A Ghent University doctoral scholarship allows scholars to perform research in preparation of a doctoral thesis. They sign a Ghent University PhD scholarship agreement. This agreement is not an employment contract; however, specific rules do apply. These rules are currently being reviewed, which should lead to an improvement of the legal protection of the doctoral fellow.</p> <p><i>At the postdoctoral level:</i> Within the framework of international academic mobility, Ghent University can award scholarships to both EU and non-EU nationals. The university offers the postdoctoral grant holder ample opportunities to conduct scientifically independent research. The Flemish and Walloon universities have made agreements to promote this type of scientific research. Ghent University will convert these agreements into its own regulations.</p>
10	Working conditions & social security	Recognition of the profession/Stability and permanence of employment/Postdoctoral appointments/Funding and salaries/Public engagement	Develop new career paths for postdoctoral researchers with a focus on societal impact.	Q1-Q4 2020	Research Department	Ten co-ordinators (one for each of Ghent University's interdisciplinary consortia) will be hired in the first semester of 2020. They will be given an open-ended contract, funded by the Special Research Fund. Prior to the recruitment of the co-ordinators, a set of regulations will be drawn up with regard to their career path and evaluation. As a result, from the fourth quarter of 2020 onwards, the co-ordinators will act as knowledge brokers for Ghent University's thematic interdisciplinary consortia.	In an effort to professionalise impact support, increase impact literacy within the community, and maximise the societal impact of research, an institutional investment is made in hiring research co-ordinators for ten thematic interdisciplinary consortia. This action is the result of the introduction of the institutional strategy on societal value creation through research (2015) and ties in with previous targets on research performance evaluation and career prospects & talent management for junior researchers.
11	Working conditions & social security	Working conditions/Complaints and appeals	Continue the implementation of a university-wide well-being policy.	Q1-Q4 2020	Department of Psychosocial Well-being, Department of Personnel and Organisation & Communication Department	<p>The university will use website analytics (monitor the use of webpages) as well as follow up on reports on psychosocial risk and assess threshold-lowering factors (via feedback forms).</p> <p>We will also request feedback about training and its effect in pilot groups. In the long run, contact with researchers must show that they feel supported enough to properly address unwanted behaviour.</p> <p>The aim is that promoters and supervisors feel empowered to play a mediating role in conflicts early on (or as early as possible) and can rely on or refer to the support of mediators from the Department of Psychosocial Well-being.</p>	<p>The Ghent University community must be made aware of the importance of the prevention of psychosocial risk such as stress, conflict and unwanted behaviour. The action points are as follows:</p> <ol style="list-style-type: none"> <li>1. Launching a communication campaign with expert interviews in the newsletter.</li> <li>2. Redesigning the website on psychosocial well-being so the information is more accessible for all researchers.</li> <li>3. Providing training modules concerning well-being for supervisors/professors who are new on the job.</li> <li>4. Offering the 'active bystander' training to all staff in order to address unwanted behaviour.</li> <li>5. Developing a conflict management system so that interpersonal problems can be addressed properly by promoters and supervisors</li> </ol>
		Working conditions/Complaints and appeals		Q1 2020-Q4 2021	Department of Psychosocial Well-being & Faculties	How the prevention of psychosocial risks has evolved will be measured via a university-wide welfare survey in 2022-2023. In addition, the reports to the confidential advisors and the identified structural problems provide feedback on the outcome of the policy actions.	<p>Implementing and following up on the action plan welfare survey:</p> <p>In September 2019, the Executive Board approved a new well-being action plan, including four themes (leadership, workable work, motivation and respectful behaviour). Concrete actions are taken around each theme to improve the well-being of researchers. Professors from different disciplines are involved to shape these actions. Every faculty and management level includes welfare in its policy plans. Each department develops an action plan for two years to promote well-being within the department.</p>

		Working conditions/Complaints and appeals		Q3 2020 (training & coaching) Q1 2020 (work resumption policy/inter-university network) Q1 2021 (suicide prevention policy)	Department of Psychosocial Well-being & Department of Personnel and Organisation	Doctoral researchers find their way to the group offer with regard to fear of failure and stress. All researchers are informed about this offer and the possibility to receive individual guidance. The effectiveness of the offer is measured via feedback forms. In case of long-term absence, supervisors/promoters and/or the absent employee rely on external supervision so that work resumption goes smoothly and the chance of relapse is minimised. The general welfare survey shows that the Ghent University community has a suicide prevention policy.	A policy aimed at mental health comprises the following: 1. Developing a group offer including 'fear of failure' training and individual coaching for doctoral candidates. 2. Offering stress and burn-out coaching to all researchers. 3. Optimising the policy on work resumption after long-term absence and the related psychosocial risks. 4. Sharing expertise and learning from good practices through the development of an inter-university network. 5. Developing a suicide prevention policy.
12	Working conditions & social security	Gender balance/Non-discrimination/Working conditions/Recruitment/Recruitment (code)/Selection (Code)	Continue the implementation of a diversity & inclusion policy and related initiatives in HR.	1. Q1 2020 (pilot) - Q4 2022 2. Q1 2020-Q4 2021 3. Q2 2020 (reactivation) - Q2 2022 (implementation at the university level) 4. Q4 2020 (start development of tool) - Q4 2022 (tool in use) 5. Q1 2020 (launch) - Q4 2022 (implementation)	Department of Personnel and Organisation	1. Different courses have been developed to tackle unconscious bias for all groups of researchers and staff: (gender) bias training, transgender training, active bystander training, gender in HEU. All members of faculty offices have followed the (gender) bias training; all members of selection commissions are invited to follow these courses; for others, the courses are organised on demand at the departmental level. 2. A diversity screening tool is developed and used as a guideline for all written communication to employees and potential employees (including vacancies). 3. Networks for staff belonging to minority groups (bicultural background, transgender persons and LGBTQI+) and actions groups will be activated. These networks meet at least twice every academic year. 4. An accessible online forum is developed for researchers and experts, where knowledge on diversity themes is shared and the diversity policy is reinforced through the participants' expertise. 5. A transgender policy plan (closely linked to the different strategic objectives of Ghent University's general diversity policy plan) is approved and implemented. These actions are developed in close connection to the University-Wide Policy Choice on Diversity, for which the rector has appointed a special commissioner (Khalid Benhaddou) who will take on the role of project leader for the design and implementation of a diversity framework for students and staff.	In 2019, the rector identified six strategic priorities to be implemented by all faculties and departments with a view to making a concrete impact on research, education and societal and institutional engagement. Diversity is one of these six university-wide priorities (apart from talent management, sustainability, activating learning, enhanced societal identity and alumni activity). A gender and diversity policy advisor will be hired/appointed to co-ordinate the actions related to gender and diversity.
13	Ethical & professional aspects	Research freedom/Contractual and legal obligations/Professional attitude/Good practice in research/Ethical principles/Professional responsibility	Foster an open, ethical, efficient and beneficial research environment.	Q1 2020-Q4 2022	Research Department	From 2020 onwards, all researchers at Ghent University will be provided with a Code of Good Research Practice, which will give them a normative and operational framework for their activities, in an effort to stimulate open science attitudes, good and ethical research skills, local integration, and knowledge of the research context and its responsibilities.	Conducting research is becoming increasingly complex due to a surge in regulatory frameworks and supporting technological platforms. In addition, societal expectations are high. Thoroughly preparing, guiding and informing researchers is therefore essential.
14	Ethical & professional aspects	Professional responsibility/Accountability/Ethical principles/Research freedom	Update the policy plan on Research Integrity.	Q1 2020-Q4 2022	Research Department	A new version of the policy plan will lead to or be supported by dedicated activities: 1. Further professionalisation of the procedure of the Commission for Research Integrity by building a standardised and secure case file environment (Sharepoint); 2. Continuous support for educational programmes to develop an obligatory learning line 'Research Integrity'; 3. Thematic initiatives on different subtopics related to research integrity with the aim to raise awareness on the importance of research integrity and to promote tools to increase responsible research conduct.	As part of the former action plan, Ghent University focussed on implementing Research Integrity training, in particular in (but not limited to) the Doctoral Training Programme. In the upcoming period, further steps will be taken to improve the university's research culture. In the first semester of 2019, Ghent University's research integrity policy and activities were subject of an internal policy audit. The results of the internal policy audit on research integrity will be implemented from 2020 onwards. This implies an update of the policy statements as well as of planned initiatives and their implementation.
15	Ethical & professional aspects	Ethical principles/Professional attitude/Accountability	Build an ethics infrastructure.	Q1 2020-Q4 2022	Research Department	The overarching ethics infrastructure will cover different facets of ethics and thus contribute to the following: 1. Increasing transparency in relation to animal research, for example, by making a crisis communication plan (available on an external webpage); 2. Raising awareness with regard to dual-use research and the use of research results; 3. Updating the policy on defence-related research; 4. Developing policies and building adjusted infrastructure around artificial intelligence; 5. Further implementing the new policy on human rights in a research environment (impact assessment) and optimising the infrastructure for support to researchers; 6. Continuing to develop a support system and infrastructure with the aim of respecting the Nagoya Protocol; 7. Building a streamlined administrative flow for all compliance in relation to ethics issues in research.	In 2019, Ghent University hired two ethics officers to develop policy initiatives as well as hands-on activities related to a wide range of (emerging) subthemes of 'ethics in research'. All ethics-related activities are brought together in a (virtual) ethics infrastructure, aimed at improving compliance with legislation and professional standards, on the one hand, and supporting an 'ethical state of mind' within the entire research environment, on the other hand.
16	Ethical & professional aspects	Accountability/Good practice in research/Professional responsibility	Provide discipline-specific research data management support for researchers.	Q1 2020-Q4 2022	Research Department	From 2020 onwards, all Ghent University researchers will be able to turn to one of Ghent University's six data stewards for assistance (at the individual and/or the group level) with research data management.	In 2016, Ghent University adopted a Research Data Management policy (see also the previous action plan). In 2017, a roadmap was drawn up for the implementation of this RDM policy. One of the action points in this roadmap was the appointment of a team of six data stewards who can offer researchers discipline-specific RDM support. From the autumn of 2019 onwards, these data stewards have gradually been building up their assistance to researchers with, for example, drawing up a data management plan (DMP), giving advice about ethical and juridical aspects of the data, selecting a metadata scheme or selecting a repository for data sharing. The stewards do this by providing training as well as by giving individual advice.
17	Ethical & professional aspects	Funding and salaries/Access to research training and continuous development	Provide support for researchers in applying for research funding.	Q1 2020-Q4 2022	Research Co-ordination Office	Ghent University researchers who wish to apply for competitive funding will be provided with information, training and administrative support.	In Flanders, researchers depend heavily on competitive research funding. Ghent University is dedicated to supporting its researchers who are applying for funding. This support includes dedicated actions in three domains: 1. Information: Giving information sessions for every call, in collaboration with the funding agency and/or Ghent University's Faculties; 2. Training: (a) Providing plenaries and/or workshops on the specific skills needed to successfully apply for research funding, (b) Supporting training initiatives of the Faculties for (future) researchers, (c) Collaborating with other teams within the Research Co-ordination Office and beyond (e.g., the Doctoral Schools, the University Language Centre, the Department of Educational Policy, the Department of Personnel and Organisation and the EU Funding Unit) in order to optimise training initiatives for researchers; 3. Administrative support: (a) Giving administrative support to all researchers who apply for external research funding; (b) Being the liaison between the funding agency and the researchers; (c) Giving researchers advice concerning collaboration opportunities, regulations, contracts, IP, research communication, etc.

18	Training & development	Continuing professional development/Career development/Access to research training and continuous development/Access to career guidance	Develop a PhD onboarding & development track.	Q4 2020 (pilot); Q1 2021-Q4 2022 (implementation)	Doctoral Schools Office	The PhD onboarding and development track will contribute to the training and (career) growth of Ghent University's doctoral candidates by developing (research, career management, and other) competencies. Its progressional logic moves from offering more generic "need-to-know" information at the start of the track (e.g., on administrative flows, research integrity and publication policy) to providing resources that are tailored to the candidate's specific needs at the end of it. The PhD onboarding and development track will be integrated into the existing Ghent University doctoral training.	Onboarding must happen as soon as possible after a doctoral candidate has started his or her project. This means that it must be available year-round, as Ghent University has new PhD candidates starting almost daily. This, combined with the yearly volume of incoming PhD candidates (ca. 1000 per year), means that onboarding needs to happen through the university's electronic learning paths and online resources. Doctoral candidates will have 12 months to complete onboarding. A career management component will be added to the (already existing) annual progress report: alongside their research report, doctoral candidates will complete an annual self-evaluation regarding the competencies they have acquired, are acquiring, and want to acquire, with a view to the desired career outcomes. The result of this self-evaluation will form the basis for a discussion between the doctoral candidate, the supervisor, and (where applicable) the doctoral advisory committee. These annual self-evaluations and discussions will give the candidates the means to (self-)reflect on their career, and help them make informed choices regarding the doctoral training offer from the Doctoral Schools. The candidates may make use of this training offer according to the existing Doctoral Training Programme guidelines: an optional minimum track that leads to a certificate, a maximum track, and the possibility for a faculty-mandated compulsory programme. At the start of their final year, the annual career management self-evaluations and corresponding discussions with their supervisor and doctoral advisory committee will help the candidates to decide which tailored career management resources are suitable to their needs and expectations. These resources will be as personalised as possible, and take the shape of, for example, mentoring programmes or job shadowing. In order to get an accurate read of the needs of the doctoral candidates, each candidate will be invited to complete an evaluation of the entire track at the end of their project. Their feedback will inform the internal quality control, and determine which gaps need to be filled.
19	Training & development	Supervision and managerial duties/Continuing professional development/Supervision/Access to research training and continuous development	Set up training for PhD supervisors.	Q1 2020-Q3 2021: pilot programme; Q4 2021: embedded in training programme as compulsory training for all starting PhD supervisors	Department of Personnel and Organisation & Doctoral Schools Office	Newly appointed PhD supervisors will be invited to take part in a professionalisation trajectory involving different aspects of PhD supervision. After following the training, participants will be better informed about what Ghent University expects from its PhD supervisors, the rules and regulations regarding the PhD process, and how to properly supervise PhD candidates in order to improve their professional and personal success and satisfaction.	The training consist of 3 three training days, with different goals. Day 1: Ghent University staff will discuss topics crucial to PhD supervision: - Well-being, stress and conflict: How to create a safe and open atmosphere for your PhD candidates? How to deal with signals of ill-being, stress or conflict? - Financial project management for PhD supervisors: How to apply for new projects at Ghent University? How to deal with finances during a project? - Doctoral Schools regulations and procedures: the Education and Examination Code, the charter for doctoral candidates and supervisors, and how to monitor and support progress and development during the course of a PhD? Days 2 & 3: External trainers will focus on the leadership roles of a PhD supervisor (leader, coach and manager) and the flexibility needed to be a good PhD supervisor. These are the topics that will be discussed: - Coaching techniques (problem diagnosis, ownership) - Communication skills - Tools to structure the PhD process
20	Training & development	Supervision and managerial duties/Continuing professional development/Access to research training and continuous development	Strengthen department chairs in their mandatory responsibilities as leader and people manager.	1. Q1 2020 go live 2. Q1 2020 3. Q2 2020 4. Q1 2022	Department of Personnel and Organisation	These action points are designed to support the department chairs: 1. A revised mandate of the department chair by rewriting the Regulations for the Department Board 2. Personal leadership coaching for department chairs 3. Training for current department chairs 4. Support services for new department chairs	The following actions are designed to support the department chairs: 1. Redesigning the Regulations for the Department Board will make the responsibilities of the department chairs more clear; 2. The empowerment of the department chairs is achieved by defining their role as a leader (giving direction to colleagues, staff and students so that strategic and (educational and research) policy objectives can be reached), manager (coordinating the tasks so that colleagues, staff and students can achieve a good result) and coach (guiding colleagues, staff and students so that they grow in taking up their responsibilities); 3. A tailor-made training offer is developed for the current department chairs: 3a. Workshops regarding the implementation of the new career policy for professorial staff: best practices, feedback, evaluation; half-a-day workshops on strategic management, work-life balance and burnout prevention, etc.; 3b. Organisation of a learning network; 4. Tailor-made training is offered to new department chairs: 4a. Half-a-day workshops on conflict management, motivating and developing employees, strategic management, constructive team co-operation; 4b. Organisation of a learning network in which department chairs, under external supervision, discuss a number of predetermined leadership topics and exchange good practices.
21	Career prospects	Continuing professional development/Career development/Access to research training and continuous development/Access to career guidance	Set up a Career Services Centre for Young Researchers.	Q2 2020: start of integration of activities; Q4 2020: official launch of the Career Services Centre for Young Researchers	Department of Personnel and Organisation & Doctoral Schools Office	1. An online platform will compile the career services offered to doctoral candidates and postdoctoral researchers by Ghent University. Researchers will more easily find their way to the career services offered by the university. 2. Companies will more easily establish contact with the university and will be better informed about the added value of young researchers. 3. Alumni researchers of Ghent University will stay in close contact with the university after leaving.	Although the career services for doctoral candidates and postdoctoral researchers are similar, they are offered separately at the moment. The online platform intends to bring together all services (e.g., training, mentoring, individual career coaching, online career tools and collaboration with the external labour market), which will enhance the visibility and use of career support at Ghent University. The platform will also be an important point of contact for companies that wish to connect with our young researchers. In addition, it will include an alumni platform and allow for structural collaborations with external stakeholders, such as VDAB and Voka.
22	Career prospects	Career development/Access to career guidance	Develop a PhD alumni management and mapping system.	Q2 2020 (launch alumni platform); Q3 2020-Q4 2020 (implementation within alumni community)	Doctoral Schools Office	Doctoral candidates who have recently defended their PhD dissertation will be invited to join an online alumni platform. The data coming out of this platform will be used 1. in the Doctoral Schools' quality control workflow, to optimise the doctoral training offer based on the reported career outcomes; 2. to create and consolidate collaborations with "PhD-hungry" sectors; 3. to identify and analyse sectors which hire (too) few PhDs; 4. to communicate possible career outcomes to potential PhD candidates. For the purpose of this project, Ghent University considers Ghent University PhD candidates who successfully defended their dissertation as well as former postdoctoral fellows at Ghent University to be PhD alumni. This action point is developed in close connection with the University-Wide Policy Choice on a strengthened alumni society, for which the rector has appointed a special commissioner (emeritus professor Kristiaan Versluys) who will take on the role of project leader for the design and implementation of an alumni policy framework.	By keeping track of the career paths of its doctors, Ghent University can collect valuable information about possible career outcomes for PhD candidates. Historically, these data have not been tracked. As a result, there is a backlog of Ghent University doctors who defended their dissertation prior to the start of PhD alumni management & mapping. For this group, GDPR compliant methods to track their careers will be developed. For the current group of PhD candidates who have yet to defend their dissertation, Ghent University will develop a PhD alumni platform within the university's general alumni platform (a new version of this general platform will be rolled out in July 2020; testing started in September 2019). The focus is on data collection, primarily of PhD career paths, but also of contact details (taking into consideration GDPR). To entice Ghent University's doctors to register on the alumni platform, they will be offered certain incentives. Possibilities include: 1. Continued access to certain institutional privileges (e-mail, library resources) for a limited time after their doctoral defence; 2. Access to the Ghent University JobTeaser, tailored specifically to their profile as a young researcher.